

United States Senate

WASHINGTON, D.C. 20510

July 9, 1987

Mr. Arthur R. Osborn
Mass. AFL-CIO
8 Beacon Street
Boston, Massachusetts 02108

Dear Mr. Osborn:

There is no issue more important to the quality of the lives of our citizens than affordable and decent housing. Labor has been at the forefront of this effort. On May 19th, I offered a major piece of Housing legislation called the "Housing Preservation Act of 1987" which calls for a major six-year initiative to rehabilitate public housing, at a cost of about \$6 billion a year.

Over 70,000 public housing units are now vacant across the country because they are uninhabitable. The housing stock was built by taxpayer dollars and we cannot allow it to deteriorate this way. This rehabilitation project would provide thousands of construction jobs over the life of the bill.

Other provisions of the bill reaffirm our commitment to housing for all citizens. In the six years of the Reagan Administration, there has been no housing authorization, and the budget authority for housing has been cut 70 percent since 1981. It is time that we return to the Housing Act of 1949 which established as national policy the goal of providing "...a decent home and suitable living environment for every American." Another provision deals with housing that was built with federally subsidized loans. These loans are about to mature, so that many of these units (over 40,000 in Massachusetts) could soon be converted to market-rate housing. This bill sets out a number of programs for saving those units for low and moderate income families for at least another 15 years.

Finally, the bill creates a fund for a two-year demonstration program that will use the Massachusetts and Boston Housing Partnerships as models for the country. In my remarks in the Congressional Record upon submitting the bill, I pointed out how the Boston Bricklayers Union successfully used such a partnership to develop affordable home-ownership opportunities on city-owned vacant land.

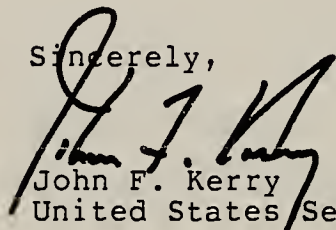
The working men and women of our Commonwealth stand to benefit from this legislation in two ways: more housing at affordable rates, and more jobs created by the funding to rehabilitate our decaying housing stock. This legislation does

Page 2

not constitute the full measure of what we ought to be doing in this country on housing, but it is an important first step.

I've enclosed a copy of the bill and of my remarks at the time I submitted it. I hope that you will look it over and let me know your thoughts.

Sincerely,



John F. Kerry
United States Senator

Enclosures

JFK/sdr

*Arthur -
Thanks again
for all you did to
help us get this through
the Legislature. I can't
believe we actually
won this! Laurie*

MassCOSH

Massachusetts Coalition for Occupational Safety & Health

718 Huntington Avenue
Boston, MA 02115
(617) 277-0097

458 Bridge Street
Springfield, MA 01103
(413) 732-2847

July 7, 1987

Dear Supporter of the Working Women's Health Project,

We are writing to thank you for your support and help in securing state funding for the Working Women's Health Project. Finally, we are able to announce a victory!

Last week, the Massachusetts Legislature approved funding for the Working Women's Health Project! The good news is that the Massachusetts budget for FY'88 now includes \$100,000 for the Project. The full House and Senate approved the budget package last week, and we expect the Governor to sign it momentarily.

Funding for this project represents a major victory for working women in Massachusetts. The Working Women's Health Project will be the first state-funded program to carry out the recommendations made at the conference on "Women in the Workplace" in 1985. While the project obviously deserves more than \$100,000, this is a good start and will begin to fund some very important occupational health programs for working women.

We are very excited that this project will be starting up soon. It will be administered by the Women's Health Unit within the Department of Public Health, where there is a real commitment to and expertise in women's occupational health. We hope that the many advocates of this project will continue to work informally to ensure that the program adequately addresses our needs.

Literally hundreds of people helped win funding for this project. These included numerous state officials and legislators, union leaders and members, women's organizations, health and safety professionals, and many, many individual working women and men who worked hard to convince the Legislature that this program was one we need and want. Our efforts worked and our voices were heard!

At this time we want to thank you very enthusiastically for your help! Without support such as yours, this project would not have received funding this year. Because of the outpouring of support from advocates such as yourselves, the Legislature finally allocated monies for this project.

Working women across the Commonwealth owe you a huge debt of gratitude for drawing legislative attention to our neglected health needs at work, and for getting the state budget to begin to reflect at least a small portion of those needs.

With sincere thanks,

Lisa Gallatin

Lisa Gallatin
Office Technology Education Project

Nancy Lessin

Nancy Lessin
MassCOSH

Laurie Sheridan

Laurie Sheridan
Coalition of Labor Union Women

North Worcester County Central Labor Council

A. F. of L. - C. I. O.

285 WATER STREET

FITCHBURG, MASS. 01420

ORGANIZED 1957

MEETS FOURTH WEDNESDAY, 8 P. M.

*Communicate
M.E.C.*

June 29, 1987

Mr. George E. Carpenter, Jr.
Secretary-Treasurer
Mass. AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear George:

It is my pleasure to inform you that the North Worcester County Central Labor Council, at its monthly meeting held on June 24, unanimously voted to endorse Arthur R. Osborn to continue as President and George E. Carpenter, Jr. as Secretary-Treasurer of the Massachusetts AFL-CIO.

The Council felt with the talk of other candidates announcing, we as a Council, would go on record early to stave off any misunderstanding of where we stood on the upcoming election.

Yours in Solidarity,

Dick

Richard W. Leblanc
President

GREATER BOSTON LABOR COUNCIL, AFL-CIO

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44 BROMFIELD STREET
BOSTON, MASS. 02108

Telephone 482-6483

BERNARD CORBETT

Auditors
JOHN F. O'NEILL

DENNIS WALSH

June 30, 1987

George E. Carpenter, Jr.
Secretary-Treasurer, Mass AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear George:

The officers and delegates of the Greater Boston Labor Council AFL-CIO, cordially invite you to be their head table guest at the Annual Labor Day Breakfast, September 7th, 1987, at the Boston Park Plaza, starting at 9:00 a.m.

It is our sincere hope that you will be able to join with us on this, the most important day to all in the Labor Movement.

With best wishes.

Fraternally,

Joseph W. Joyce

Joseph W. Joyce
Executive Secretary-Treasurer

JWJ/sm



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American Federation of Government Employees

AFFILIATED WITH THE AFL-CIO

LOCAL 1164

Representing Social Security Administration Field Office Employees Throughout New England

Executive

Vice President

PERCY O. DALEY, JR.

P. O. BOX 1630

FITCHBURG, MA. 01420

OFFICE: (617) 345-4183

HOME: (617) 343-7986

~~Executive Vice President~~

JANET C. WALKER

17 RIVERSIDE CIRCLE
MARSHFIELD, MA. 02050

OFFICE: (617) 826-6225

HOME: (617) 837-6242

June 29, 1987

Secretary-Treasurer

LLOYD W. GREGORY

8 NEWPORT DRIVE
BILLERICA, MA. 01821

OFFICE AND HOME

(617) 667-7524

Mr. Arthur Osborn, President

Massachusetts AFL - CIO

8 Beacon Street, 3rd Floor

Boston, MA 02108

Dear President Osborn:

I am writing to you for your assistance in getting information as to the proper person for me to contact in regards to my Local affiliating with the other five (5) New England State Labor Bodies. We need to do this since our Local is New England wide.

I would appreciate the name, address and phone numbers of the appropriate individuals for me to contact so that we can get the ball rolling. Thank you for your assistance in this matter.

Yours In Unity,

Janet C. Walker, President

AFGE - Local 1164

cc:- E. Board

- TO DO FOR ALL THAT WHICH NONE CAN DO ALONE -

Jewish Labor Committee

NORTHEAST REGION

33 Harrison Avenue • Boston, MA 02111
(617) 350-7969

July 1, 1987

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Herman Brown
Regional Director

Mr. Arthur R. Osborn
President
Massachusetts AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Arthur:

Please accept the grateful appreciation of the Jewish Labor Committee for joining us and the Polish Solidarity-support group, POMOST, at the meeting with Senator Golden at which he presented the resolution urging the Polish government to restore Dr. Marek Edelman to his position or to allow him to leave Poland.

The resolutions, as passed by the State Senate and the House of Representatives, are being transmitted to the Polish Charge D'Affaire in Washington, D.C. by the Clerks of the two houses. Coming from a state as important as Massachusetts they should have impact.

It is good to know that Senator Golden and Representative Lemanski are aware of your support of the effort to assist Dr. Edelman, a hero both of the Warsaw Ghetto Uprising and of those within Poland who supported SOLIDARISC (Poland's Solidarity Trade Union).

Sincerely,



Herman Brown
Regional Director

CC: Ronald M. Alman
Donald J. Siegel, Esq.
Martin Lapan



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT

STATE HOUSE • BOSTON 02133

MICHAEL S. DUKAKIS
GOVERNOR

June 26, 1987

Mr. Arthur R. Osborn, President
Massachusetts/AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Arthur:

The Governor has referred to me your recent correspondence concerning the candidacy of Mr. Frank Ollivierre for the position of Secretary of Elder Affairs.

The Governor shares your admiration for Mr. Ollivierre and appreciates your comments about him. You can be sure that Mr. Ollivierre, along with a number of other fine candidates, is being given every consideration. The Governor will be making a decision shortly.

Thank you for taking the time to write.

Sincerely,

A handwritten signature in dark ink, appearing to read "James F. French".

James F. French
Director
Governor's Personnel Office

JFF:cai



American Income Life Insurance Company

Executive Offices: P.O. Box 2608, Waco, Texas 76797, 817-772-3050

C
BERNARD RAPOPORT
Chairman of the Board and
Chief Executive Officer

June 24, 1987

Mr. Arthur R. Osborn, President
Massachusetts AFL-CIO
8 Beacon Street
Boston, MA 02108

. . . thanks so much, Art, for your letter relative to Frontlash.
As you know, we are a significant contributor to Frontlash and it is
our pleasure to be so.

Relative to your request, I am going to discuss it with Gerald
Dente and you know that it is going to have our most favorable
consideration.

I was hoping that you would be coming to our agency Convention
where you could effectively articulate to our people the need for
their continued and even more vigorous support of Frontlash.

Kindest personal regards,



Bernard Rapoport

BR/pn

cc: Gerald Dente (MA)


Sheet Metal Workers International Association Local Union No. 17

of Eastern Massachusetts and Rhode Island

A.F.L. - C.I.O.

1157 ADAMS STREET • DORCHESTER, MA 02124

Telephones 296-1680 - 81


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MANUEL SILVIA JR.

June 26, 1987

AFL-CIO
8 Beacon Street
Boston, MA 02108

Attention: Jim Shaw

Dear Jim:

On behalf of the officers and members of Local #17 I want to extend our thanks and congratulations for the excellent tribute paid to our brother Joe Joyce.

We wish you all the success with the Frontlash program and we know you made many new friends and supporters last night at Joe's event. It was well done and I am sure it gave him a great boost after his recent surgery.

Fraternally,



Robert D. Spinney
Financial Secretary-Treasurer

RDS:mb
cc: J. Joyce
A. Osborn

C

June 24, 1987

Arthur Osborn, President
Massachusetts AFL-CIO
8 Beacon St. 3rd Fl.
Boston, MA 02108

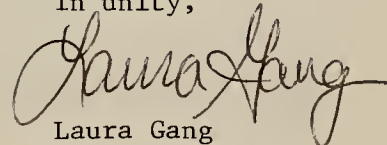
Dear President Osborn,

Thank you very much for coming to Worcester and helping us kick off what turned out to be a very successful WILD weekend. The tone and content of your remarks helped set the stage for two days of serious work by the women who participated. I'm sorry the stage was not set better for you (no podium!!)

Although I will be returning to Local 285 full-time, I am pleased to be able to tell my successor (as yet unchosen) of your steady and generous support of this important project. Within this local we can already see positive change in our members who attended - they are energized and determined to build their chapters and our union in strength and vitality. With the continued support of all the WILD sponsors, I know we can spread such excitement far and wide.

Thank you, again.

In unity,



Laura Gang
WILD Coordinator



REG. U. S. PATENT OFFICE



~~XXXXXXXXXXXX~~ — President
THOMAS G. CLIMO — Sec./Treas.

WILLIAM McNAMARA — Vice President
WILLIAM MILLER — Marshall

15 CAVANAUGH ROAD, BRAINTREE, MASSACHUSETTS 02184

NEW ENGLAND DOCK AND MARINE COUNCIL

		LOCAL NUMBERS			
333 U.M.D.	912	1411	1519	1684	
799	926	1413	1528	1908	
800	1066	1454	1572-2	1947	
805	1130	1465	1572-6	1996	
809	1329	1466	1604	1996-1	
861	1398	1495	1660	2001	

MASTERS, MATES AND PILOTS

June 20, 1987

George E Carpenter, Jr.
Secretary- Treasurer
Mass. State Labor Council
8 Beacon Street
Boston, Ma 02108

Dear Brother Carpenter,

The Executive Board of the New England Dock And Marine Council which represents 31 Local Unions affiliated with the International Longshoremen's Association has unanimously endorsed your candidacy for re-election as Secretary-Treasurer of our State Labor Council.

We in the ILA recognize and appreciate your contribution to the revitalization of the State Labor Council that has taken place the last six years.

Continued success in the future.

Fraternally,

Thomas G. Climo

Thomas G. Climo
Sec/Treasurer- NEDMC
ILA - AFL-CIO

cc: Arthur Osborne



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT

STATE HOUSE • BOSTON 02133

MICHAEL S. DUKAKIS
GOVERNOR

June 11, 1987

Dear Friend:

Once again, I will be visiting the Northeastern region of Massachusetts this summer. The purpose of this visit is to give me and members of my cabinet and staff an opportunity to meet with you and better understand the issues that concern you.

To start off this visit, I will be hosting a breakfast at North Shore Community College, 300 Broad Street, Lynn, Mass. on Tuesday, July 7, 1987 at 8:00 a.m. I would be honored if you could attend.

Please call 727-2776 by June 30, 1987 with your response.

I hope to see you on July 7.

Sincerely,

Michael S. Dukakis
Governor

MSD:mcd

ok
*J. Sub
file
Comm
x
let them
know I
will
attend
MSD*

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TELEPHONE 284-2404

*Communicator
M-EC*

June 12, 1987

Mr. George Carpenter
Mass. State Labor Council
8 Beacon Street
3rd Floor
Boston, Ma 02108

Dear George:

As promised, we are sending along your new price list which reflects the July 1st newsprint increase. Your new prices will go into effect the same day.

Tabloid

4 pages	8,000	\$1014.00
8 pages	8,000	1310.00
8 pages	10,000	1450.00
8 pages	12,000	1585.00
8 pages	15,000	1790.00

If you have any questions or if I can be of any assistance, please don't hesitate to call.

Sincerely,



Lou McGrew
Vice President



THE COMMONWEALTH OF MASSACHUSETTS

EXECUTIVE DEPARTMENT

STATE HOUSE • BOSTON 02133

MICHAEL S. DUKAKIS
GOVERNOR

June 8, 1987

*Refer to
Communications?
M. E. C.*

Mr. George E. Carpenter, Jr.
Secretary-Treasurer
Massachusetts / AFL-CIO
8 Beacon Street
Boston, Massachusetts 02108

Dear George:

I am glad you wrote me regarding funding for RAB benefits and the REAP II Legislation. After reading your letter and reviewing the facts, I understand where the confusion lies.

First let me assure you that I share your belief in the importance of both the RAB and REAP II initiatives.

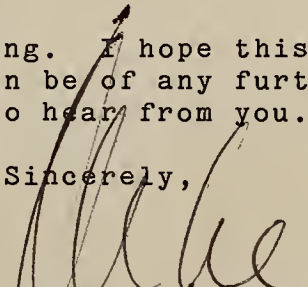
The misunderstanding between RAB and REAP funding arises from confusing the funding of the two accounts. I recommended in the FY87 budget \$1.94 million for REAP. Furthermore, I requested an additional \$900,000 for REAP funding in the FY87 Supplemental Budget. Upon further consideration, and with the advice of the I.U.E. and AFL/CIO, on March 13 I sent the House Ways & Means Committee a letter increasing the FY87 Supplemental Budget Recommendation for REAP to \$2.5 million.

As you know, the actual FY88 budget recommendation for RAB, which was submitted this past January, is \$6.85 million. In FY87, I recommended a total of \$5.8 million to fund RAB. On the other hand, the FY88 budget recommendation for REAP II is \$4.44 million. In FY87, the total funding for REAP was \$4.44 million.

I am concerned too that there may be workers waiting for their checks. The reason for this may be that the legislature has not yet completed work on an FY87 \$1.8 million supplemental recommendation for RAB, which would cover all anticipated costs for the remainder of FY87. I sincerely hope this matter is resolved quickly.

Thank you for writing. I hope this clears up the confusion over RAB funding. If I can be of any further assistance, please write. It's always good to hear from you.

Sincerely,


Michael S. Dukakis



UNIVERSITY OF MASSACHUSETTS
AMHERST • BOSTON • WORCESTER

OFFICE OF THE CHANCELLOR
ADMINISTRATION BUILDING
HARBOR CAMPUS
BOSTON, MASSACHUSETTS 02125-3393

June 15, 1987

*Communications
+
file
g E*

Mr. George Carpenter, Secretary-Treasurer
Mass AFL-CIO
8 Beacon St.
Boston, MA 02108

Dear Mr. Carpenter:

We at the University of Massachusetts at Boston are engaged in the initial stages of developing a new and unique Ph.D. program in public policy studies. This program has the express purpose of educating the next generation of professionals who can serve in various capacities at the state and local level and who can work with a broad array of public service and community-oriented organizations. We would like you to join us at the very beginning of this endeavor as someone who can counsel and advise us in the development of the program's philosophy, curriculum and structure.

Toward this end, we are scheduling two working luncheons at the Harbor Campus of the University of Massachusetts at Boston. We would greatly appreciate it if you could attend one of them. The luncheons will provide an opportunity to discuss the working draft for the program (which is included with this letter along with an executive summary). The two alternative dates for the luncheons are:

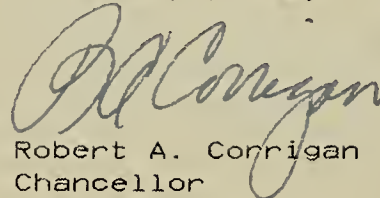
Thursday, June 25
Wednesday, July 1

The luncheons will be held in the Chancellor's Conference Room on the 3rd Floor of the Administration Building. They will run from 12:30 to 2:30 p.m. Please choose either one of these dates and plan to join us for a substantive session.

We sincerely want your advice on this program at the start of its development. We feel your experience and perspective will be valuable to us as we begin to determine the program's focus and goals. We intend to be strongly influenced by your advice.

Please R.S.V.P. by calling Clare Fitzgerald at 929-7500 in the Chancellor's Office.

Sincerely yours,



Robert A. Corrigan
Chancellor



Barry Bluestone
Frank L. Boyden Professor
of Political Economy
Chair, Public Policy Ph.D.
Planning Committee

RAC:BB:emc

Enclosures

UNIVERSITY OF MASSACHUSETTS/BOSTON

PH.D. PROGRAM IN PUBLIC POLICY

Executive Summary

Purpose

The Ph.D. program in Public Policy Studies at UMass/Boston is being designed to produce technically sophisticated and politically astute public policy analysts and policy developers who can assume top level professional positions in state and local governments and community organizations, as well as the federal government and research organizations in the private sector. The UMass Ph.D. graduate will be thoroughly trained in quantitative methods within a program that places equal emphasis on political philosophy and ideology on the one hand and analytic skills on the other. The PPS Ph.D. will be grounded in an interdisciplinary and humanistic approach to the assessment of public policy. The program will be modest in size, admitting no more than 10-12 new students per year.

The need for such a program derives from a particular view of American attitudes toward government. While much of the debate in the 1980s over federal public policy has been framed along the conservative line that "the government that governs least governs best", polls and popular sentiment suggest that Americans are not so much philosophically anti-government as they have become pragmatically so. Attitudes toward government are framed in terms of the direct experience that individuals have with the public sector.

Government is often perceived as inefficient, ineffectual, and overpriced. No matter how pure the intent, programs sometimes seem to be carried out in such a slipshod manner that the benefits of government action seldom measure up to the public's expectations, and the cost to the taxpayer seems excessive.

These perceptions are not without some tangible foundation. Despite the efforts of hard-working public servants, the lines at the Registry of Motor Vehicles are too frequently intolerable; public transport is inadequate; public schools are not adequately educating the next generation; the criminal justice system is not sufficiently protecting public safety; public housing provides too little shelter to too few families; and tax systems often contain built-in inequities. It would be easy to add to the list. What most citizens desire is not the destruction of these public programs, but to see that these programs and new ones are run more effectively and efficiently.

In substantial measure, this requires that those entrusted with designing public programs need to be more innovative, those who administer such programs need to be better managers, and all programs need to be constantly analyzed and evaluated with the goal of improving their efficacy. The UMass Public Policy Ph.D. program will be explicitly framed to produce a generation of professionals that can design and evaluate public policy toward the end of improving the benefits of government programs in a cost-effective manner. The program takes as its motto, "technical competence in service to the community."

Job Prospects for PPS Graduates

The graduates of the proposed program would be trained to fill:

- top level policy evaluation and development positions in state and local government
- professional staff positions in larger public service organizations (e.g. Common Cause, Citizens' Action)
- university teaching positions in public policy, urban studies, and planning departments

Student Profile

Students for this program would be selected on highly competitive admissions criteria. The program will make a special effort to seek out those with at least some experience in state and local government. Students will be selected through a recruitment process sensitive to affirmative action considerations.

Faculty

The faculty for the Ph.D. program will be drawn from existing tenured and untenured UMass/Boston staff. In addition, visiting faculty will be recruited to teach specialized elective courses in key topic areas. Some of these faculty will come from state and local government.

Curriculum

The program will consist of 72 credit hours with 60 classroom-based and the remaining 12 taken in the form of an internship with a state or local government agency.

The proposed curriculum includes core courses in:

Political Economy	(2 courses)
Quantitative Methods	(5 courses)
Macro/Microeconomics	(2 courses)
Organizational Theory/ Public Management	(2 courses)
Accounting/Survey Methods	(2 courses)

In addition, there will be a minimum of six elective courses in such areas as housing, urban development, transportation, public finance, elderly affairs, environmental protection, employment policy, and health care.

Student Financial Aid

It is envisioned that all students accepted into this program will be provided funding for the three years they are in residence. The funds for these graduate stipends will come from private sector fellowships, UMass teaching assistantships, and public sector internships.

Planning Timetable

Spring/Summer 1987:	Program proposal drafted
Fall 1988:	Formal announcement of program
Spring 1989:	First class selected
Fall 1989:	First class enrolled

For discussion purposes
only: Comments welcomed

PROPOSAL

for a

**UMass/Boston
Ph.D Program in Public Policy Studies**

Prepared by

**Barry Bluestone
Frank L. Boyden Professor
of Political Economy**

March 10, 1987

March 10, 1987
DRAFT

PROPOSAL

for a

UMass/Boston
Ph.D Program in Public Policy Studies

Prepared by
Barry Bluestone
Frank L. Boyden Professor
of Political Economy

This proposal presents a preliminary outline for a new Ph.D. program in Public Policy Studies (PPS) to be developed at UMass/Boston. The purpose of the outline is to commit to paper the set of ideas that have been developed during my first semester and a half at UMass. The conception of this program has benefitted from dozens of conversations with UMass faculty and administrative staff from virtually all of the colleges and major programs, as well as from members of the Boyden Public Policy Seminar. It is my intent that a final draft of this outline serve as a discussion document around which the Ph.D. program is ultimately designed.

The Purpose of the Program

The new Ph.D. program in Public Policy Studies will be designed to produce technically sophisticated and politically astute public policy analysts and policy developers who can assume top level professional positions in state and local governments and community organizations, as well as the federal government and research organizations in the private sector. The UMass Ph.D. graduate will be thoroughly trained in quantitative methods within a program that places equal emphasis on political philosophy and ideology on the one hand and analytic skills on the other. The PPS Ph.D. will be grounded in an interdisciplinary and humanistic approach to the assessment of public policy.

The need for such a program derives from a particular view of American attitudes toward government. While much of the debate in the 1980s over federal public policy has been framed along the conservative line that "the government that governs least governs best", polls and popular sentiment suggest that Americans are not so much philosophically anti-government as they have become pragmatically so. Attitudes toward government are framed in terms of the direct experience that individuals have with the public sector. Standing in slow-moving serpentine lines at the Registry of Motor Vehicles to renew a

driver's license very likely colors perceptions of government programs more than any ideological predisposition.

Government is often perceived as inefficient, ineffectual, overpriced, and not infrequently, corrupt. No matter how pure the intent, programs sometimes seem to be carried out in such a slipshod manner that the benefits of government action seldom measure up to the public's expectations, and the cost to the taxpayer seems excessive. Too often, "politics" seem to get in the way of program success.

These perceptions are not without some tangible foundation. Despite the efforts of hard-working public servants, the lines at the Registry of Motor Vehicles are too frequently intolerable; public transport is inadequate; public schools are not adequately educating the next generation; the criminal justice system is not sufficiently protecting public safety; public housing provides too little shelter to too few families; and tax systems often contain built-in inequities. It would be easy to add to the list. What most citizens desire is not the destruction of these public programs, but to see that these programs and new ones are run more effectively and efficiently. As our colleague at UMass\Amherst, Ralph Whitehead, has cogently put it, referring to the new generation of voters, people "want the public sector to use its catalytic power to make things happen, but doesn't want it to add to the weight of

bureaucracy. This generation wants a government that's high in protein but low in fat." (Boston Globe, January 4, 1986, p. A20.)

In substantial measure, this requires that those entrusted with designing public programs need to be more innovative, those who administer such programs need to be better managers, and all programs need to be constantly analyzed and evaluated with the goal of improving their efficacy. The UMass Public Policy Ph.D. program should be explicitly framed to produce a generation of professionals who can design and evaluate public policy toward the end of improving the benefits of government programs while reducing their cost.

Successful public programs require more than simply technically sophisticated practitioners. Those who work in the public sector to create and evaluate public policy must continually assess the role they play. While the private sector corporate manager is ultimately responsible to the stockholder, those in the public sector are ultimately responsible to the citizenry in general and to the "consumers" of public services in particular. Thus, the Ph.D. program must stress "technical competence in service to the community". Grounding the program in political economy and philosophy is just as important as grounding it in sophisticated quantitative methods.

It is also imperative that the Public Policy Ph.D. student be exposed to competing paradigms in political economics. The

application of quantitative methods to policy questions presupposes familiarity with the wide variety of philosophical positions upon which policy can be based. An appreciation of conservative, liberal, and Marxian thought is thus a necessary precondition for assessing the proper role of the public sector.

Job Prospects for UMass Public Policy Ph.D.s

The students who successfully complete the Ph.D. should have a number of employment options available to them. Those fresh from the program will be sufficiently trained to assume top level policy evaluation positions within state and local government agencies. Alternatively, they may find positions working on the professional staffs of the larger public service organizations (e.g. National Citizen Action) or research groups (e.g. Citizens for Tax Justice, National Common Cause).

With field experience, one would expect many of these graduates to assume during the course of their careers more and more influence in policy development as well as evaluation. For example, one would expect our graduates to work as policy specialists for cabinet level officers in state government or in similar positions at city agencies. For those with managerial skills, it is certainly possible to expect some of our

graduates to end up as directors of state and local agencies. For the few who have political ambition as well, the Ph.D. program will assist them in assuming cabinet level officer positions (although this is, by no means, a major goal of the program.)

Those who rise to senior level managerial and administrative positions will find that their training in quantitative skills will serve them well. Instead of having to blindly rely on program evaluation staff and outside consultants for program advice, the UMass graduate will have the technical skills to independently assess the information generated by others and to engage in informed dialogue with other professionals.

It should be stressed at this point, however, that the UMass PPS Program is not aimed primarily at training public managers per se. Public administration courses will be offered, but the focus of this program is in policy evaluation and program development, not program administration. While administration is absolutely crucial to successful public policy, other schools already specialize in this field (primarily at the M.A. level) and we will not have any comparative advantage here.

It should also be noted that some of our graduates might choose to enter university teaching positions, presumably in schools or departments of public policy, urban studies, or

planning. This should be encouraged, of course, particularly as the training of potential faculty will keep the Ph.D program on the leading edge of new developments in public policy analysis. Nonetheless, the guiding purpose of the UMass program should remain the training of practitioners, those who actually work within public sector and community agencies.

Competing Ph.D. Programs

In recent years there has been an expansion in the number of universities offering graduate studies in public policy. For the most part, these programs offer a Masters degree, but not the Ph.D. The number of schools offering the doctorate is quite limited, and most of these programs are housed in institutions that concentrate on the Masters. The most prominent of these are the Kennedy School of Government at Harvard, the Woodrow Wilson School at Princeton, the Carnegie-Mellon School of Public and Urban Policy, and the Public Policy School at the University of California at Berkeley. Other schools offering a very limited number of public policy Ph.Ds are the University of Michigan through the Institute for Public Policy Studies (IPPS) and Duke.

None of these programs are turning out large numbers of Ph.Ds. The University of Michigan program graduates one to two

a year, Berkeley fewer than five, and even the Kennedy School graduates no more than a dozen a year, on average eight in public policy and three to four in political economy and government. While it must necessarily be a very rough guess, one suspects that less than 30-35 new Ph.Ds in public policy are graduated yearly throughout the United States.

To my knowledge, none of these programs concentrate on state and local government studies, although the Kennedy School does offer a number of courses in this field. Most have a national perspective and even an international one. Concentrating on state and local government policy would therefore make the UMass Ph.D. quite unique.

The newest policy school in the nation is being founded at the University of Chicago. With a \$6.9 million gift from a leading Chicago philanthropist, Chicago is planning a \$20 million endowed School for Public Policy Studies. For eleven years the University has offered public policy studies organized under a committee with four faculty members serving 90 students, 14 of which are doctoral candidates. The new endowment will help to expand this program to serve 150 to 160 students, according to university officials.

It is interesting to note that the Chicago program announced in November of last year begins with a philosophical position that motivates our own thinking on the subject. The

76 year old Chicago businessman who made the initial endowment, Irving B. Harris, told the New York Times that he was making his gift because "we need better people in government. At present many of the best and the brightest minds of this nation are being siphoned off into lucrative professions such as law, investment banking, and accountancy. We do not do as well as we should in attracting top people into public life. The School for Public Policy (should) help change that." (New York Times, November 12)

There is also a specific lesson to be learned from the Chicago program. It began without an endowment and was organized by a small faculty committee. It has obviously been sufficiently successful during the eleven years of its existence to attract the large endowments needed for expansion. It is not inconceivable that UMass could follow the same path.

The PPS Ph.D. Student Body

The program is envisioned as relatively small and selective. Unlike the Master of Science in Public Affairs, the Ph.D. will be a day-school program aimed at the full-time student. The goal would be to accept twelve incoming students each year. Thus, given a three-year program, there would normally be between thirty and thirty-six students in residence

at any one time, depending on the number who choose to leave the program after the first semester (or in rare cases asked to leave) and the number of third year students who take internships in communities or states too distant from Boston to make commuting possible.

Admissions will be highly competitive. The usual criteria for admissions including GRE scores and undergraduate grades will carry substantial weight in the final selection of students. Given the central importance of quantitative methods in the APPS program, the math GRE and undergraduate grades in math and statistics should not be ignored. In addition, there will be strong reliance on letters of recommendation, on admissions interviews where feasible, and possibly on a required application essay. The goal of the admissions process is to select students carefully enough to avoid a high dropout rate and to limit the number who cannot finish the program for academic reasons. Thus, the curriculum and the examination process can be used exclusively for educational purposes rather than partly as an after-admissions screening device as is sometimes the case in Ph.D. programs at other universities.

One suspects that the majority of applicants will have been political science, sociology, or economics majors, although other undergraduate majors should be encouraged to apply. The stress on quantitative methods in the program may have

the effect of limiting applications from those who feel uncomfortable with such tools. It should be made clear to potential applicants that they will be thoroughly trained in these methods from the ground up, but that there should be an existing predilection toward the study of such subjects on the part of the student.

The typical student who enters the UMass PPS program will likely be one who has recently completed the undergraduate degree. Nevertheless, special attention should be given to applications from individuals who have decided to return to school after some career experience. Indeed, the ideal applicant would be one who has completed an undergraduate degree and spent three or more years working in the public sector or who has related experience.

In order to attain racial, ethnic, and gender balance in the program, strong emphasis must be placed on affirmative action in the recruitment process. In addition to publicizing the program through the normal channels of faculty networks, academic conferences, and information packets sent to other schools, the core faculty in the PPS program must develop a personal outreach program to solicit applications from schools with large minority student bodies and from programs that serve large number of women. Recruitment should not be restricted to the college and university setting. It should include contacts

within state and local governments and within community organizations. A small travel budget will be necessary to send representatives of the PPS program to various groups in order to publicize the program.

Recruitment within Massachusetts should be stressed, but some effort should be made to reach potential applicants in other states in New England and in other regions of the country. This outreach effort can be coordinated through faculty networks throughout the United States (and perhaps other countries.)

Special attention should be given to selecting applicants from among the most promising of the M.S. graduates from the UMass/Boston Master of Science in Public Affairs program. These are often students with substantial career experience. Their participation in the Masters program provides ample opportunity to carefully screen these candidates.

It would be expected that most students in this program would pursue it on a full-time basis: two four-course/12 classroom credit semesters in each of the first two years and two two-course 6 classroom credit semesters in the third year. However, one can imagine cases in which students would require a lighter course load in order to successfully complete the program. In this case, students could be given a one-course, or in rare cases, a two-course per semester, reduction and the program spread out for additional years.

This should not be widely encouraged, however. Full-time immersion in the program is to be preferred so that each student can be fully involved with the faculty and other students in the program. Part-time status also raises a possible financial aid problem. Students electing a lighter course load will either have to spread their financial aid over a longer period of time, or go without aid in the final year(s) of their residency.

Student Financial Aid

In order for this program to compete successfully for outstanding students and attract students of modest means, there should be a commitment to full three-year funding for every student accepted into the program. This will require guaranteed \$10,000 annual stipends plus tuition remission.

Funding such a program will necessitate a combination of private sector fellowships, UMass teaching assistantships, and public sector internships. It is proposed that each year of the program draw on funds from one of these sources.

The first year program should be funded by \$10,000 fellowships offered by major corporations and other private sector groups operating within the Commonwealth. Thus, we can imagine the creation of the Gillette, Polaroid, Digital, Data General,

Wang, Prudential, John Hancock, and Bank of Boston fellowships in public policy. Similarly, the State AFL-CIO might make a fellowship available each year. One could easily develop a list of fifty such corporations and organizations that could be approached for participation in this program.

In the past, local corporations have provided little financial support to UMass while they have often supported private sector institutions of higher education. This type of fellowship provides these corporations with a straightforward way to gain recognition for their contribution (i.e. the fellowships would bear the corporate name) and a strong reason for making one: Massachusetts corporations are constantly stressing the need for competent state and local government. Of course, these fellowships would have to be contributed free of any conditions. Given the small sums requested from each corporation, this program should not be difficult to fund.

The second year program should be funded by \$10,000 teaching assistantships offered second-year PPS students who would teach sections of introductory courses in such departments as economics and political science. These students would teach in much the same way that graduate students from other universities are hired on a part-time basis to teach basic courses. Presumably the addition of teaching fellows would provide one source of release time for regular department faculty who would teach part time in the PPS program.

The third year program would be funded by \$10,000 half-time state and local government internships. Individual state agencies and local government departments would be solicited for internship slots for third year students. Given that the course load in the third year is limited to two courses a semester (half-time), these internships would be set so as to fit into the student's academic schedule. Given that most of these internships would presumably be with individual departments of the Massachusetts state government or with local agencies within commuting distance to UMass, most students would be able to pursue their classes at the same time as they participated in their internships. For those who take internships outside of commuting distance, it might be possible to work out one semester full-time internships with a full-time third year semester in residence.

There may be good academic reason to move the internship up to the second year of the program. This would provide PPS students with first-hand service experience at an earlier stage in their academic careers. If so, the second and third year academic schedules could be reversed so that students would be full-time in residence in the first and third years and half-time in the second. In this case, some material originally scheduled in the second year would be postponed to the third, and students would take on their teaching responsibilities in the year following their field experience.

Faculty

For the most part, it is envisioned that this program would use existing tenured and untenured UMass/Boston faculty from various colleges and departments to staff the PPS program. Faculty would continue to have teaching and departmental responsibilities in their home departments, but would be given fully-paid release time to teach and mentor in the Ph.D. program.

How much time each faculty member devoted to the PPS program would vary from semester to semester, and presumably there might be semesters or years in which PPS faculty spent full-time in their respective departments, permitting other faculty the experience of teaching PPS students. For all but a small core of PPS faculty, one would expect that the normal graduate teaching load would be one class per semester. Given other faculty responsibilities to the PPS program (including curriculum development, student recruitment, and most importantly, participation in dissertation guidance), it might be reasonable to expect such faculty to teach no more than three undergraduate courses in their own departments during the course of an academic year. The core faculty, who would have heavier PPS responsibilities, would have correspondingly lighter undergraduate teaching (and administrative) loads.

Part of the needed faculty release time would be made up through the PPS teaching fellowship program. However, it is clear that at least modest additional faculty resources will be required in order not to reduce the quality of the undergraduate program or jeopardize faculty research or faculty service to departments and the university. This may suggest the need for additional resources from the state legislature for the PPS program. A proposal to the appropriate legislative committees needs to be developed for this purpose.

In addition to regular UMass faculty, resources should be made available to the PPS program to employ experts to teach special elective courses. For example, it might benefit the program to hire a known transportation-expert to teach a course in urban transport policy or a known economic developer to teach a course in industrial policy. These part-time faculty would have adjunct status at the university and within the PPS program. (To the extent that some of these would be state and local officials who direct major public programs, their participation in PPS might also help secure third year student internships.)

There is one critical issue regarding regular PPS faculty that must be resolved. As outlined here, no PPS faculty would teach exclusively in the Ph.D. program; all would continue to have responsibilities in their own departments and would continue to teach in the undergraduate curriculum.

There seem to be two good reasons for this approach. One is simply a matter of resources. Unless a large endowment is made available to the program, or the state legislature expands the UMass budget significantly, it will be necessary -- at least at the outset -- to fund this program primarily out of existing resources. This presumably means that no additional full-time slots will be available for the program.

The second reason is more a matter of educational and organizational philosophy. The creation of a separate graduate faculty could lead to an unhealthy division between those who teach in the regular departments of the university and the presumed "elite" who have responsibilities only to the graduate program. This might heighten tensions over resource allocation, teaching loads, and perhaps remuneration.

There are, however, some strong arguments for having at least a core of PPS program faculty whose sole responsibility is to the Ph.D. program. Obviously, such faculty would not have divided loyalties and would have a special incentive to assure the program succeeded. They would also have the time available to devote themselves to directing the dissertations of graduate students and developing courses that were specific to the needs of the program without compromise. These are not insignificant benefits and alternative means for achieving them need to be explored.

Initial Faculty Planning Committee Responsibilities

To initiate the PPS program, a core planning committee will be constituted. It will have broad responsibility for creating the PPS program. The core faculty will be provided with stipends during the summer of 1987 to develop the overall strategy of the Ph.D. program and to do much of the detail work necessary to put together a draft curriculum for the program. The committee should have responsibility for developing all of the following:

- (1) A final statement of purpose for the PPS program.
- (2) A near-final curriculum for the program, laying out in some detail the set of core and elective courses to be offered in the program.
- (3) Course descriptions and proposed reading lists for each of the core courses plus outlines for electives.
- (4) A student recruitment strategy.
- (5) A resource development strategy for approaching private sector fellowship sponsors.
- (6) A legislative strategy for procuring state support for the program.

By the end of the summer 1987, the planning committee will deliver to the deans and chief university officers a detailed report on all of these aspects of the program.

A Proposed Curriculum

While the core faculty would be responsible for developing the final curriculum for the PPS program, discussions at UMass this past semester suggest that it could have the following broad outline.

The program would consist of 72 credit hours, 60 of which were classroom based and 12 which took the form of a practicum during the third (or second) year internship. The 60 classroom credit hours would be earned by taking twenty (3 credit) courses during the three year program: 12 per semester for the first two years and 6 per semester in the third year.

Except for those students who place out of one or more of the quantitative methods courses, all students would be required to take the same set of mandatory core courses for the first year of the program. Assuming the internship is taken in the third year, students would be required to take two mandatory courses a semester in the second year plus two electives each semester. In the third year, there would be a mandatory year long course in the form of an advanced public policy proseminar and one classroom elective each semester.

The three years of coursework might look like the following:

Year 1/First Semester

Political Economy I - This mandatory course would be the basic introduction to the PPS program. It would cover the philosophic, ideological, and historic underpinnings of public policy from conservative, liberal, and radical perspectives. It would raise issues of ethical and moral judgments, of distributive justice, of basic human nature. Its focus would be on understanding the relationship between human rights and market goods. Analyzing the proper balance between the public and private sector would be a key theme in this course.

Quantitative Methods I¹ - This course is designed for students already familiar with basic statistics. (Students who are not will be asked to review an assigned basic statistics book during the summer before they enroll.) The course will provide a systematic coverage of basic statistical topics and their application to public policy. Areas covered include research design and threats to validity in experimental and non-experimental studies, exploratory data analysis, probability, distribution theory, hypothesis testing, bivariate correlation and simple regression, statistical power, and contingency table analysis.

Microeconomics for Policy Analysts - An intermediate level course that introduces the student to the fundamentals of microeconomic analysis. Using graphical analysis and introductory calculus, the student studies the basics of price determination, the theory of the consumer, and the theory of the firm. Special consideration is given to the topics of externalities and public goods.

State/Local Government - A basic political science course in the functioning of state and local governments. It will cover the roles of the executive, legislative, and judicial branches at both the state and municipal level.

¹ The four quantitative methods courses outlined in this curriculum are based on a memo from Prof. Michael Milburn of the Psychology Department. I am indebted to him for these suggestions.

Case study materials may be used to illustrate how governments actually carry out policy. Special topics will include intergovernmental relations, the relationship between community groups and government, and the new roles being adopted by state and local governments in the era of the "New Federalism".

Year 1/Second Semester

Political Economy II - This second semester course will continue the development of the philosophical, ideological, and historical roots of public policy. This semester will apply the conservative, liberal, and radical paradigms developed in the first course to special topics: e.g. the political economics of education, of housing, of urban transportation, of housing, of state economic development. The political economy of sexism and racism will be explored in the course of the semester.

Quantitative Methods II - This course is organized around the "general linear model" and will familiarize students with the analytic procedures most commonly used by social scientists: analysis of variance and multiple regression. Topics include one-way analysis of variance, two-way and higher factorial analysis of variance and statistical interactions, repeated measures designs, multiple regression, dummy variable analysis, heteroscedasticity and multicollinearity, analysis of covariance, and logit and probit analysis.

Macroeconomics for Policy Analysts - An intermediate level macroeconomics course that introduces the student to national income accounting, to basic Keynesian analysis of consumption and investment, and to the fundamentals of fiscal and monetary policy. Special attention is devoted to issues of unemployment and inflation, to demand-side vs. supply-side analysis, to government and trade deficits, and to public policies aimed at stable economic growth.

Organization Theory/Public Management - This course will include an introduction to public administration and program management. Human resource management, basic program budgeting, allocation rules, and government-community relations will be studied. A combination of theory and case study materials will be used in this course.

Year 2/First Semester

Computer Methods - Every student is strongly encouraged to purchase an IBM-compatible microcomputer if they do not already own one. The modules in this course will include: (a) microcomputer applications -- word processing, spread sheets, data-base management (b) microcomputer applications -- statistical analysis (c) mainframe computer usage -- file management, statistical packages, and (d) mainframe usage -- computer simulation and special applications programs. (Students will have begun to use the microcomputer in the first year, but this course will give them advanced training in its use.)

Statistical Analysis in Evaluation Research - This course will utilize the linear models developed in Quantitative Methods II to analyze data from various experimental and quasi-experimental designs used in evaluation research. Topics include validity in social research, randomized experiments, the regression discontinuity design, the nonequivalent control group design, and time series analysis.

Elective I - Beginning in the first semester of the second year, students will be permitted to choose electives in special fields of interest. They will have six electives in all. Courses will be offered in such fields as:

Housing	Education
Mental Health	Transportation
Health Care	Elderly Affairs
Urban Development	Industrial Policy
Public Finance	Family Services
Criminal Justice	Parks & Recreation
Labor/Management	Environmental Studies
Relations	Zoning and Assessment
Public Safety	Utility Regulation
Veterans' Programs	Youth Services

Many of these courses will be offered by UMass faculty in the form of reconstituted courses that they are already teaching. Since only a small number of PPS students will presumably opt for any one of these electives, the courses would have to be designed so that advanced undergraduates and graduate students in other programs could also participate.

Some of these courses would be offered by visiting adjunct faculty who are specialists in a particular field. It is not expected that all of these electives would be offered every semester or even every year.

Elective II - (Selection from above)

Year 2/Second Semester

Public Accounting - This is a specially-designed course for the UMass program that combines the philosophical principles of public planning with the management principles of accounting procedures. In the standard accounting framework of income statements (profit and loss) and balance sheets (assets and liabilities), it is not necessary to take into consideration distribution criteria. In the public sector, distribution issues are central. This course will consider how a "public balance sheet" can be constructed for individual programs and for government services in general. Special issues will include cost-benefit analysis, distribution analysis, risk analysis, and horizontal and vertical equity.

Survey Research Methods - This course would introduce the PPS student to the basic theory and practice of survey design and implementation. It is not designed to turn students into survey researchers, but to acquaint them with the strengths and weaknesses of the data sets they will commonly use. The course will cover such topics as: the proper and improper use of survey data, basic sampling techniques, survey instrument design, survey reliability, and one-time cross-section vs. panel data. There will also be a section devoted to polling data and its practical uses.

Elective III - (Selection from above)

Elective IV - (Selection from above)

Year 3/First Semester

Public Policy Proseminar I - This course would be mandatory for all in-resident third year students and would include the participation of as many PPS faculty as possible. The course would be used as a seminar for discussing on-going research and the progress of students

in their internships and on their dissertations. On occasion, the seminar would hear from outside speakers and participate in field trips.

Elective V - (Selection from above)

Internship I - (Six credits) Students would be given credit for their internships on the basis of a detailed research or evaluation paper written about their experience.

Year 3/Second Semester

Public Policy Seminar II - A continuation of the first semester public policy proseminar.

Elective VI - (Selection from above)

Internship II - (Six credits) Second semester internship.

As should be readily apparent from the curriculum, there is ample opportunity for faculty from the various colleges and departments to participate in the teaching of either the mandatory core courses or the electives. In the first year courses, there is a direct role for those in philosophy, political science, and history (Political Economics I and II), for those in sociology, psychology, and math (Quantitative Methods I and II), for those in economics (Micro and Macro), for those in political science (State/Local Government and Public Management), and from those in the College of Management (Organization Theory/Public Management).

In the second year, faculty from CPCS would be strong candidates to teach a number of the electives along with faculty

PROPOSED APPLIED PUBLIC POLICY STUDIES (APPS) CURRICULUM

	First Semester	Second Semester
Y E A R 1	Political Economy I Quantitative Methods I Macroeconomics for Policy Analysts State/Local Government	Political Economy II Quantitative Methods II Microeconomics for Policy Analysts Organization Theory/Public Management
	First Semester	Second Semester
Y E A R 2	Computer Methods Statistical Analysis in Evaluation Research Elective I Elective II	Public Accounting Survey Research Methods Elective III Elective IV
	First Semester	Second Semester
Y E A R 3	Public Policy Proseminar I Elective V Internship I (six credits)	Public Policy Proseminar II Elective VI Internship II (six credits)

who staff a number of the special programs at the university (e.g. environmental sciences, the McCormack Institute, the Trotter Institute, the Joiner Center). The UMass Center for Survey Research could be responsible for the survey course. The public accounting course would draw on the faculty from philosophy and management.

Outside the university, visiting adjunct faculty could be selected from state and local government, as well as from the media, community organizations, and the private sector.

Requirements for the PPS Ph.D.

In order to successfully complete the PPS Ph.D., students would be required to earn a B or better average in their course work, pass comprehensive examinations in three areas, and complete an acceptable written dissertation.

The comprehensive exams should be taken at the end of the second year, preferably in late August or early September thus providing the student with the summer months to study for them. One of these three hour written examinations will cover political economic theory, macro/micro economics, and public accounting. A second will be in quantitative methods. The final one will be in an elective field chosen by the student. All three exams must be passed and the student has three chances to pass each one, if necessary.

The dissertation will be initiated in the third year and students will be urged to show satisfactory progress in this endeavor during the public policy proseminar. It is expected that students will require a fourth year (off campus) to complete the Ph.D. thesis. An attempt should be made to link the internship experience to the dissertation. By carefully developing the internships, it may be possible to provide our students with data bases or policy environments not available to others. This would ease the transition to the dissertation, increase agency incentives for offering internships, and provide students with ready access to primary research sources.

Because the dissertation will be such a critical part of the Ph.D process, faculty members will be encouraged to work closely with third and fourth year students. Dissertation committees consisting of three faculty members will be selected by the students at the end of their second year or at the beginning of the third. One of these faculty members shall act as chair of the committee. When the written dissertation is completed and defended before the dissertation committee in a forum open to the entire university community, the Ph.D. will be awarded (along with a very nice dinner hosted by the program!)

Relationship of the PPS program to other UMass Graduate Programs

Students in other graduate programs at UMass (e.g. the Masters in Public Affairs, the Environmental Sciences Ph.D.) will be encouraged to participate and cross-register in appropriate PPS programs. Similarly, PPS students will be encouraged to take relevant courses in other graduate programs, especially as electives. This cross-registration needs to be worked out with other programs.

Internship Program

The third (or second) year internship is fundamental to the PPS program. The core faculty, working with other UMass faculty, will be responsible for seeking out and procuring internships from state and local governments. This will require building a strong network of government contacts even before the program begins. This process should begin by contacting the offices of each of the state agencies located in Boston and contacting city governments within the Rte. 495 belt.

Foreign Students and Faculty

While the PPS program is aimed primarily at state and local government policy, this should not preclude foreign student

and foreign faculty participation in the program. Indeed, the program would benefit from having such a presence. PPS faculty and students could gain valuable insight by having available visiting faculty who are experts on how public policy is actually formulated and implemented in Europe, the Far East, and parts of the developing world. Similarly, foreign students with a strong interest in public policy analysis, especially with a quantitative bent, could benefit from this program.

Links to State and Local Government

This program should be seen at the outset as providing significant benefit to the state and to local communities. Moreover, it will be necessary to procure resources from the state government in order to expand the program. As such, every attempt should be made to develop working ties between government officials and the PPS program. This can be done in a number of ways:

- (1) As the program is being designed, a special seminar for state and local officials and agency personnel should be convened. The outline for the PPS program should be presented in this seminar, allowing these officials to comment on its structure and purpose.

This seminar could be held as early as the end of the 1987 spring semester.

- (2) An PPS advisory council could be established enlisting the membership of such officials as directors of key state and local agencies. This could include the Secretaries of various state agencies (e.g the Secretary of Economic Affairs, the Commissioner of Public Welfare) or the directors of such city departments as the Boston Economic Development Industrial Corporation (EDIC) or the Boston Housing Administration. Obviously, such an advisory council could also play a major role in developing internships for the PPS program.
- (3) In some cases, some of these government officials might be called upon to offer an elective course within the program. For example, the state Secretary of Transportation would be an ideal candidate to teach a course in transportation policy

Time Schedule

The PPS program should be able to enroll its first year class in the fall semester 1989. To meet this target date, it seems necessary to adhere to the following time table.

Spring 1987: The broad outline for the program is discussed and debated by the university community at large. Special seminars, as well as the Boyden seminar, should be used for this purpose.

A seminar aimed at bringing in government officials and others from the community should be organized for the end of the Spring semester.

By the middle of the semester, the core faculty planning committee should begin its work to develop a full-fledged Ph.D. proposal.

Summer 1987: The core faculty planning committee constitutes itself into working committees as discussed above. They

work during the summer in order to present to the university a fully detailed proposal for the PPS program.

Fall 1987 : The final structure of the PPS program is debated and approved by the university administration. By the middle of the semester, the proposal is submitted to the Board of Trustees for approval.

Early 1988 : The final proposal is submitted to the the Board of Regents for final approval..

Fall 1988 : The PPS program is formally announced and the outreach program is initiated. Faculty networks are used to publicize the program. Applications are sent out to students.

Spring 1989: Student applications are reviewed and the first class is selected. Acceptances are sent out to the first twelve with a waiting list for the next dozen or so.

Summer 1989: The core faculty ready all of the necessary
administrative and academic resources
required for the program's first semester.

Fall 1989 : The first PPS class begins the program...
and we celebrate with champagne!

